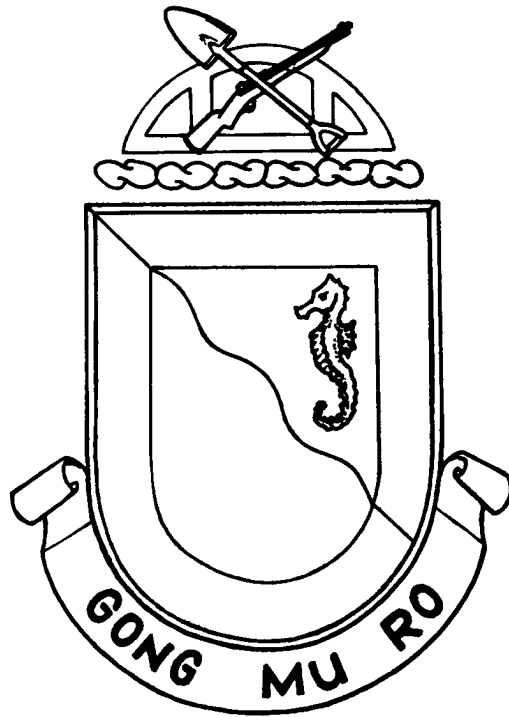


**14th COMBAT ENGINEER
BATTALION (CORPS)
FT. LEWIS, WA.**



WELCOME BOOK

NOVEMBER 2000

CREST

The crossed rifle and shovel symbolize the dual mission of the combat engineers, fighting and working. It is backed by the arch of a bridge, indicating the main mission of the combat engineers in facilitating the mobility of troops.

SHIELD

The Coat of Arms of the 36th Combat Engineer Regiment, differenced by a border, indicates the descent of the 14th Engineer Battalion from that organization. The shield is separated into two parts diagonally from the upper left to the lower right by a wavy line. The upper right of the shield is scarlet and the lower portion is white, representing the engineer colors. The wavy dissection of the shield symbolizes the ocean and serves as a reminder to the extensive foreign service of the Battalion. The sea horse symbolizes the numerous amphibious landings of the Battalion.

MOTTO

Under the bordered shield is a scroll bearing the motto: **GONG MU RO**, which is Korean for “duty first.” The battalion motto reflects the army tradition of “duty first, people always.” Our slogan, “Rugged!” is derived from our parent unit, the 36th Combat Engineer Regiment.

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HISTORY OF THE **14th ENGINEER BATTALION (CORPS)**

WORLD WAR II

The 14th Engineer Battalion originated as the 2nd Battalion, 36th Engineer Combat Regiment and was activated on 1 June 1941 at Plattsburg Barracks, New York. The Battalion fought with distinction in ten campaigns during World War II, including five amphibious beach assaults: Algeria/French, Morocco, Sicily, Naples, Anzio, and Southern France. The regimental shoulder patch included a sea horse reflecting the unit's amphibious operations, and is also on the 14th Engineer insignia. In addition to numerous combat engineer missions, the Battalion frequently fought as Infantry, including 47 continuous days at Anzio Beachhead.

On 15 February 1945, while in Poxonne, Germany, the Regiment was reorganized as the 36th Engineer Combat Group, and the 2nd Battalion was redesignated the 2827th Engineer Combat Battalion. The Battalion was inactivated 25 February 1946 at Camp Kilmer, New Jersey.

The 2827th Engineer Combat Battalion was redesignated on 29 April 1947 as the 14th Engineer Combat Battalion, and activated 15 March 1950 in Kisarazu, Honshu, Japan, as part of the post-war occupation forces.

KOREA

The 14th Engineer Combat Battalion landed at Pohong Dong, Korea on 18 July 1950, and participated in every major campaign of the Korean War. The Battalion was awarded the Meritorious Unit Commendation (less Company A) for fighting as Infantry with the 25th Infantry Division and Task Force Allen, and for its role in the breakout of the Pusan Perimeter. Alpha Company earned a Meritorious Unit Commendation for combat infantry missions in support of the 1st Cavalry Division, and a Korean Presidential Unit Citation for clearing minefields on Line Golden. The Battalion was inactivated 25 June 1958 in Korea.

The 14th Engineer Battalion was reactivated 17 June 1962 at Fort Bragg, North Carolina where it served until alerted it would be deployed to the Republic of Vietnam.

VIETNAM

The 14th Engineer Battalion deployed to Vietnam on 19 October 1966, and participated in twelve campaigns throughout a five-year period. The Battalion earned a Meritorious Unit Commendation for its role in Operations Gatling and Summerall, and was awarded the Republic of Vietnam Civil Actions Unit Citation. 2nd Platoon, Alpha Company was awarded the Presidential Unit Citation while supporting 2nd Battalion, 7th Cavalry during operations in Binh

Thuan Province. The Battalion served with such units as the 1st Cavalry Division and the 101st Airborne Division. Volunteers from the Battalion also hauled ammunition to the surrounded Marines in the Khe Sahn Operation Pegasus.

Post War

The 14th Engineer Battalion returned to the United States in late August of 1971, and a new home at Fort Ord, California, where they assimilated the mission and personnel of the 613th Engineer Battalion. On 3 February 1989, the 761st Chemical Company was assigned to the Battalion, and deployed to Saudi Arabia the following year in support of Operations Desert Shield and Desert Storm, returning in April 1991. As a result of the military drawdown of the nineties and the closure of Fort Ord, the Battalion was moved to Fort Lewis, Washington in the summer of 1993. The 761st Chemical Company inactivated as a result of the drawdown.

In April of 1999, Bravo Company was redesignated as a National Guard Unit still attached to the Battalion, and on 16 July 1999, the 11th Chemical Company was assigned to the Battalion. The 14th Engineer Battalion, the only remaining Corps wheeled engineer battalion on active duty, and one of the most decorated active duty engineer battalions in the U.S. Army, currently serves the nation under the 555th Combat Engineer Group and the U.S. Forces Command.

RUGGED!

Mission Statement

ON ORDER, THE 14TH ENGINEER BATTALION (CORPS)
DEPLOYS AND CONDUCTS ENGINEER OPERATIONS AS A
MEMBER OF THE COMBINED ARMS TEAM.

Battalion METL and Battle Tasks

Conduct Deployment Operations

Deploy the Unit (HHC/A/B/C)

Conduct General Engineer Operations

Conduct Mobility Operations (A/B/C)

Conduct Countermobility Operations (A/B/C)

Conduct Survivability Operations (A/B/C)

Command and Control the Force

Control Unit Operations (HHC/A/B/C)

Sustain the Force

Conduct Medical Services (HHC)

Evacuate Casualties (HHC/A/B/C)

Provide Battalion Food Service (HHC)

Provide Battalion Transportation Services (HHC)

Sustain the Unit (HHC/A/B/C)

Protect the Force

Protect the Unit (HHC/A/B/C)

DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion
Fort Lewis, Washington 98433

To the newest member of our Battalion:

Welcome to the 14th Combat Engineer Battalion, Fort Lewis, and the Pacific Northwest.

This pamphlet has three purposes: First, to assist you in gaining a better understanding of the battalion and my command philosophy; second, to provide helpful information about Fort Lewis and the surrounding area; and lastly, to provide family members with sources of assistance in solving problems when their soldier is deployed.

During FTXs and other deployments, each company will form a Rear Detachment Team (RDT). These teams will be in the area to keep information flowing freely to and from the battalion and family members, primarily through the Family Support Group.

Each company in the battalion has a Family Support Group made up of family members who volunteer their time. These groups provide a structure and a way of connecting families to their company's chain of command and to each other for information, sharing, and mutual support. We call it our chain of concern. The chain of concern's primary function is to assist family members in becoming self-reliant and self-sufficient before the soldier is deployed.

The 14th Combat Engineer Battalion has a proud history of service to our country during World War II, Korea, and the Vietnam Conflict, it is the most decorated engineer battalion on active duty. Read the history; be proud of the battalion; add to its proud lineage with selfless dedication and duty. We are the direct descendent of the most decorated engineer unit of this century, the 36th Combat Engineer Rugged Regiment and as so, the 14th Combat Engineer Battalion (C) has adopted our motto as "Rugged!"

Today, the soldiers of the "Rugged" Battalion train to be combat ready to perform our mission wherever and whenever we are called upon.

I hope that you will be proud of the battalion and join us in our numerous activities. I look forward to meeting each of you.

RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

DEPARTMENT OF THE ARMY

Headquarters, 14th Engineer Battalion
Fort Lewis, Washington 98433

To the Newest Rugged Soldier,

Welcome to the 14th Combat Engineer Battalion. I hope your transition was an easy one and your sponsor has helped you in getting settled. As a new member of this unit, your initial few weeks are critical and will pave the way for all successes you achieve during your tour with the battalion. Remember, the first impression you make upon your supervisors, subordinates, and peers is a lasting one. You only get one chance to make an initial impression, and it is up to you to make that impression a positive one.

The battalion has 11 policy letters that have been published. Read and understand them. They are the rules and guidelines by which the commander has set the standards, ethics, and soldier care in the battalion. Bottom line is all soldiers, regardless, of rank must be at the right place, at the right time, in the right uniform, doing the right thing. If you are a noncommissioned officer or you aspire to be one, your duties and responsibilities are, to a large degree, outlined in these policy letters. **LEAD**, using them as a guide, and you will succeed. I expect noncommissioned officers to **Lead** soldiers in every facet. Maintain high standards of **E**thics on and off duty. Noncommissioned officers focus all efforts to **A**ccomplishing the mission of the unit. Finally, as a noncommissioned officer I expect you to **D**evelop soldiers personally and professionally. Live and lead by these guidelines and success will follow.

It is the responsibility of every soldier to maintain their appearance standards in accordance with all applicable policies and regulations. It is further the noncommissioned officer's responsibility to ensure those standards are maintained and enforced. This applies in both field and garrison environments. Good order and discipline of a unit begins with the appearance of the soldiers within that unit and reflects in all missions that are undertaken by the unit.

Accountability and maintenance of equipment assigned to you is a primary concern to me, as it should be to you. Whether it be a Vest Tactical Load for carrying your equipment, Basic Issue List for a vehicle, a weapon, a room in the barracks, or a 5 ton truck, it still equates to responsibility.

A team is only as good as its player. Your squad, section, platoon, companies are teams and need your help. Get involved with your team both on and off duty. I would like to see our married personnel and their spouses joining in with their company's Family Support Group. Remember, you can and will make a difference, if you take the time to participate.

Finally there is a chain of command. Use it! However, if you have a problem that needs my attention come and see me. I always have the time to talk to a soldier. This will be a challenging assignment, but it can also be a rewarding and fulfilling experience. With the varied activities you will find available on post and the surrounding communities you can make this a tour of duty you will always remember. Good luck and good soldiering. **RUGGED!**

IOAKIMO FALANIKO
CSM, USA
Command Sergeant Major

DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF
2000

25 August

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Command Philosophy and Vision

1. Purpose. The purpose of this memorandum is to share my command philosophy – a statement of my expectations and priorities – and my vision for the battalion – a statement of how the battalion will look. They are related. All leaders and soldiers must carefully study the philosophy and vision and internalize them as components for success in the Rugged Battalion.

2. Command Philosophy.

a. Assumption. I have to assume that all soldiers internalize the Army Core Values. It is impossible to be a viable member of today's Army without understanding and accepting these values. They form the basis for everything we do. As a reminder, the 7 Core Values are:

Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

b. Imperatives. There are four imperatives to my philosophy:

(1) Be Ready to Deploy. We live in a volatile world and our warning to deploy may be short. Regardless of your position, you must always be ready to deploy.

(2) Focus on the Fundamentals. The essential elements of our profession are not overly complex, but they deserve our constant attention. Concentrate on executing training and maintenance tasks to standard IAW established doctrine and procedures. This includes developing a high state of individual physical fitness, marksmanship, and MOS competency.

(3) Value Each Other. Our soldiers are this battalion's greatest strength. I expect all soldiers to look out for each others' welfare. We are on one team! Leaders must ensure they value their subordinates and their time. Don't waste a soldier's time due to faulty planning.

(4) Have a Vision. Every unit – and for that matter every soldier – should have a statement of "how things will look." It is a road map to follow; the definition of success.

3. Rugged 6 Vision. Following is my vision for the Rugged Battalion. Every member of this command owns a piece of this vision. This is how our unit must look:

The 14th Combat Engineer Battalion (Corps) stands ready as a viable member of the combined arms team by ensuring:

- A core capability:
 - ◇ Physically fit and technically competent soldiers well-grounded in field craft
 - ◇ Squads, sections, and platoons thoroughly versed in the fundamentals of combat engineering or their contributing role
 - ◇ Companies capable of effectively deploying, sustaining, protecting, and employing their elements as integral members of the combined arms team.
 - ◇ A battalion staff capable of orchestrating and sustaining subordinate units within the assigned area of operations
- A high state of individual and unit readiness that minimizes time to deploy any element of the battalion
- A command climate – at all levels – that fosters a cohesive team by encouraging initiative and promoting the well-being of both families and individuals

4. RUGGED!

DISTRIBUTION:
A, B

LEWIS F. SETLIFF, III
LTC, EN
Commanding

DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433-5000

AFZH-CEF

23 October 2000

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Letter Directory

1. Current 14th Combat Engineer Battalion (C) Command Policy Letters. Distribute to platoon level.

<u>Letter Number</u>	<u>Subject</u>
1 *	Commander's Policy on Equal Opportunity and the Prevention of Sexual Harassment
2 *	Equal Opportunity Complaint Procedures
3 *	Battalion Commander's Open Door Policy
4	Barracks Policy
5	Soldier Retention
6	Commander's Policy on Health and Welfare Inspections
7	Alcohol Abuse and Driving Under the Influence (DUI)
8	Commander's Policy on Domestic Abuse
9	Article 15, UCMJ Authority (Update 1)
10	Force Protection
11	Soldier Sponsorship and Reception

2. Current 555th Combat Engineer Group Policy Letters. Maintain at company level.

<u>Letter Number</u>	<u>Subject</u>
1 *	Vision, Command Philosophy and Goals
2 *	Open Door Policy
3 *	Equal Opportunity
4 *	Equal Opportunity Complaint Procedures
5 *	Prevention of Sexual Harassment
6	Substance Abuse and Implementation of Command ADAPCP
7	Retention and Incentive Awards Program
8	Minimum Requirements for Operations and Security during Non-duty Hours
9	Change of Command Property and Personnel Asset Inventories

SUBJECT: Command Policy Letter Directory

10	Security of Sensitive Items
11	Sponsorship and Reception of Newly Assigned Personnel
12	Consideration of Others

3. Current I Corps CG Policy Letters. Maintain at company level.

<u>Letter Number</u>	<u>Subject</u>
210-1	Standard Duty Day
350-1	Sergeant's Time
600-1 *	Commander's Policy on Equal Opportunity
600-11 *	Commander's Policy on Equal Opportunity Complaint Procedures
600-18 *	Policy on Prevention of Sexual Harassment for Civilian and Military Personnel
608-1	Corps 97 - Leadership, Care for Single Soldiers, and Barracks Policies

*Post on unit bulletin boards. Commanders may post additional policy letters as they deem necessary.

4. Commanders will maintain a Policy Letter Book that contains all these policy letters plus company policy letters. Platoon leaders will maintain a Policy Letter Book that contains battalion and company policy letters. Squad leaders will ensure all soldiers read all company through I Corps policy letters.

5. Post this directory in the front of all policy letter books.

6. RUGGED!

FOR THE COMMANDER:

TIMOTHY A. VEDDER
CPT, EN
Adjutant

DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #1, Commander's Policy on Equal Opportunity and the Prevention of Sexual Harassment

1. One of the most important factors contributing to unit cohesion, readiness, and mission accomplishment is the environment in which we train, work, and live. Every member of the 14th Combat Engineer Battalion (C) has the right to be treated equally and fairly, without regard to race, color, national origin, religion, or gender. Leaders at every level are accountable for maintaining this environment.
2. Equal Opportunity is equal treatment for all, including family members, on and off post, both in the living and working environment. Equal Opportunity is a command function, and the responsibility of all leaders. Company commanders are the Company Equal Opportunity Officers. I am the Battalion Equal Opportunity Officer.
3. Sexual Harassment is a form of sex discrimination that involves unwelcome sexual advances, favors, and other verbal or physical conduct of a sexual nature. Any leader who uses or condones implicit or explicit sexual behavior to control, influence, or affect a subordinate is engaging in sexual harassment. Likewise, any soldier who makes deliberate or repeated, unwelcome verbal comments, gestures or physical contact of a sexual nature is also engaging in sexual harassment.
4. Our mission is too great and our time is too short to condone activities that degrade a member of this team, for any reason. As is always the case, **DO THE RIGHT THING!**
5. **RUGGED!**

LEWIS F. SETLIFF, III
LTC, EN
Commanding

DISTRIBUTION:
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DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter # 2, Equal Opportunity Complaint Procedures

I. The chain of command is responsible for developing and sustaining a healthy equal opportunity climate by correcting discriminatory practices and addressing all equal opportunity issues. All members of the chain of command, leaders, and supervisors at all levels, will accept a complaint from any soldier or family member who believes he/she is discriminated against because of race, color, national origin, religion, or gender.

2. Company Commanders will ensure all soldiers are fully aware of manners of redress concerning complaints, including redress procedures when the complaint is against members of the chain of command.

Use Interim Change

4 to AR 600-20, paragraph 6-8, to manage the complaint.

3. The complainant will be afforded free access to the Battalion Equal Opportunity NCO, Chaplain, Battalion Command Sergeant Major, Battalion Commander, and agencies such as the Office of the Inspector General, Equal Opportunity Office, Judge Advocate General, and Provost Marshall's Office to obtain assistance. Both the complainant and the representative of his/her choice shall be free from restraint, interference, coercion, discrimination or reprisal.

4. RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

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DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #3, Battalion Commander's Open Door Policy

1. It is imperative to the morale, welfare, and combat readiness of this unit that the Chain of Command provides a strong, responsive atmosphere for dealing with subordinates' problems. I encourage soldiers to give their leaders a fair opportunity to solve their problems. I also urge members of the Rugged Battalion to take advantage of the many agencies and services provided by the Army to assist them, such as the Legal Assistance Officer, the Army Community Service, and the Chaplain.
2. If a personal problem is not successfully solved by the chain of command or there is an unresolved conflict with a senior member of the unit, any member of this command can contact me. During normal duty hours, you should contact the Adjutant at 966-7042 to request the use of the open door program. All requests will be scheduled within 24 hours. The visit can be at my office or at your place of duty when I visit your unit. In an emergency, call the Battalion Staff Duty Officer at 966-7039/7012.
3. RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

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DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #4, Barracks Policies

1. Reference I Corps Policy Statement 608-1, Corps 97-Leadership, Care for Single Soldiers, and Barracks Policies, dated 11 February 1997.

2. The barracks are the soldiers' home. The barracks and issued furniture are also the property of the U.S. Army and must be accounted for and maintained. There is a balance between the chain of command's responsibility to maintain the barracks and a soldier's expected right to privacy. Acceptable living conditions must be met while living in the barracks. Just as tenants in an apartment must keep their quarters in good order and respect others' property and common areas, so must soldiers that live in the barracks. The barracks must remain clean, functional, secure, and safe. As long as these standards are met, formal inspections will be minimal, visitation rights relaxed and fair, and life as a single soldiers, living in the barracks, will be a positive experience.

3. Visitation Policy:

a. Visitors of soldiers are subject to the policies and regulations of this battalion. Soldiers assume full responsibility for the actions of their visitors. Visitors will be escorted at all times.

b. The SDNCO will maintain a Visitors' Book for registering all visitors: All visitors will sign in and out with the SDNCO, located in building 12821. The Visitors Book will record the following information; soldier's name, visitor's name, visitor's age, room number, time in, time out, SDNCO's name, and soldier's signature. Visitors will be held at the SDNCO desk until the soldier visited is present. The SDNCO will ensure both the soldier and their visitor(s) are briefed and understand the visitation and other barracks policies.

c. All visitors entering the barracks must be at least 18 years old and possess a valid photo ID card. Doors can be locked if the visitor approves and is 18 years of age or older. Visitors under the age of 18 are prohibited from visiting the barracks, unless approval is obtained in each case by the Battalion Commander or Battalion CSM.

d. Everyone living in the barracks will wear appropriate attire when in common areas and on the balconies during visitation periods. Unauthorized dress is any clothing or item that contains profanity or any suggestive or obscene language, slogans, drawings, or pictures. No see-through garments, to include undergarments, will be worn in common areas or on the balconies.

Common courtesy will be extended to all guests in the barracks. Likewise, soldiers who bring in visitors, as well as the visitor, will be considerate to everyone living in the barracks.

e. Uninvited solicitation is prohibited - i.e., uninvited salesman, religious/private organization recruiters, etc. The SDNCO will be notified if unsolicited visitors are in the barracks area. If the unsolicited visitor does not leave, the SDNCO will call the MP's to eject them from post.

f. Visitors are not permitted to spend the night, live in the barracks, or abuse visitation privileges. This includes the use of facilities, like washers and dryers, intended for barracks' soldiers use.

SUBJECT: Policy Letter #4, Barracks Policies

g. Visitation Hours:

Monday - Thursday and Holidays when the next day is a workday	1700-2400
Sunday	0900-2400
Saturday and Holidays when the next day is a non-workday	0900-0200
Friday	1700-0200

4. **Inspection Policy.** The chain of command is charged to ensure proper living conditions are maintained in soldiers' room, government property is functional and accounted for, and barracks common areas are clean and functional.

a. Formal barracks room inspections like Rugged Assessment Inspections (RAI), Rugged Command Inspections (RCI), or Payday Inspections are announced weeks in advance. There will be minimal formal barracks room inspections. The chain of command may conduct additional formal inspections if RAI, RCI, or Payday standards are not met. Company Commanders are the approval authority for formal barracks inspections. Health and welfare inspections will be conducted semi-annually.

b. Informal barracks room checks will be conducted daily by the chain of command to ensure acceptable living standards, including cleanliness, security, functionality, and safety requirements/provisions are being met and government property is being cared and accounted for.

c. Common areas including latrines, washer/dryer rooms, dayrooms, and storage areas, **will be inspected daily!** I expect latrines to have toilet paper and paper towels available, all washers and dryers to function, garbage to be removed at least once a day, and all electrical and plumbing fixtures to work. Any item that does not function properly will be fixed or tagged and reported to the unit ISG and R&U personnel. Platoon Sergeants are responsible for common areas in their platoon area. ISGs are responsible for overall barracks appearance and maintenance, including outside police areas.

5. **Tobacco, Alcohol, and Drug Policy.** Soldiers who are 21 years of age or older may possess alcohol in the barracks. There is no "limit" on alcohol quantities that may be maintained, but alcohol may not be sold, nor may it be given or sold to those personnel under the age of 21. Soldiers subject to recall will not consume alcohol in such a way as to be impaired when reporting for duty (.05/100mg). The term "barracks" includes all troop living areas, common

areas, and the police call areas of the battalion. Smoking is only permitted in a soldier's room or outside. Smoking is strictly prohibited in common areas, storage areas, common area latrines, and washer/dryer rooms. Any use, or association with the use, of illegal drugs, of any amount, will be handled under the provisions of the Uniformed Code of Military Justice.

SUBJECT: Policy Letter #4, Barracks Policies

6. Miscellaneous.

- a. Pets of any type are prohibited. This includes reptiles and fish.
- b. No floor plants or plants that may stain or damage the room are authorized.
- c. Rooms may not be painted.

d. Poster/Displays. Soldiers may decorate rooms as they desire, provided decorations are not offensive or obscene based on race, gender, religion, national origin, or creed; roommates agree to the decor; arrangements comply with fire and safety rules; and no damage to rooms result. The only location for posters is the strip provided in each room. Items will not be taped to the doors. Commanders determine acceptability.

e. There are no standard room arrangements. 1SG/platoon sergeants will approve all room arrangements.

f. Contraband items are prohibited. Examples include ammunition, personally owned weapons, pyrotechnics, numchucks, racist or extremist group material, and flammables. When in doubt, ask!

7. Single soldiers living in the barracks are responsible adults and will be treated as such, as long as good order and discipline are maintained. Violators of these policies will be held accountable for their personal actions.

8. RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

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CF:
Cdr, 555 Engr Grp

DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #5, Soldier Retention

1. Leaders create the environment from which the desire to "Stay Army" grows within the first term soldier. Retention is a leadership responsibility with far reaching readiness implications. The retention of a quality soldier starts the first day in the unit and continues through professional development as a leader.
2. Our retention program must be personal and honest; we must understand the needs and aspirations of our subordinates. What brings soldiers into the Army is not what keeps them in. Many needs and commitments change over time and we must understand all of a soldier's concerns. Whatever the status, we need to address desires to be a part of a winning team - to be part of something special.
3. For the soldier, reenlistment is a major commitment. Treat it accordingly. Each company's retention program will have realistic incentives including passes, duty exemptions, and special recognition ceremonies in which the family members and the leadership of the unit are actively involved. These programs must complement the battalion incentives. All soldiers who reenlist will receive that and the following day off in order to take care of personal affairs and will be duty exempt for 30 days. All initial term soldiers who reenlist will receive a special battalion 4-day pass to be taken at the individual's request and with approval of the company commander. The pass will be granted within 30 days of reenlistment, exclusive of deployments.
4. We must retain the best soldiers. The professional development of the quality soldier into a future leader starts with the unit retention program. Tomorrow's ability to fight and win depends on today's retention.
5. RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

DISTRIBUTION:
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DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #6, Commander's Policy on Health and Welfare Inspections

1. All leaders are expected to value their subordinates. We must foster an environment that promotes good order and discipline, dedication, and professionalism in our soldiers. I charge all company commanders to take measures to eliminate illegal drugs and paraphernalia, unauthorized privately owned weapons, unauthorized possession of government property, and unsafe/unclean living areas. This must incorporate an inspection of barracks rooms, work areas, and POVs.
2. As a minimum, each company commander will conduct a health and welfare inspection twice a year. Commanders will personally notify me in writing at least ten days in advance of their intent to conduct the inspection and how it will be executed. After the inspection, written results will be sealed in an envelope and forwarded to me for review. Use all available resources to assist you: drug detection dogs, urinalysis sweeps, health and welfare inspections, and CID agents. Consult with trial counsel prior to initiating any actions that involve search and seizure.
3. RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

DISTRIBUTION:
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DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, NCOs and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #7, Alcohol Abuse and Driving Under the Influence (DUI)

1. DUI is a particularly serious offense because it not only endangers the life of the soldier who drives while drunk, but also endangers lives of innocent motorists and pedestrians.

2. The chain of command has primary responsibility for reducing DUI incidents. Supervisors at all levels must be aggressive in protecting their soldiers from DUIs. All leaders must take actions to prevent DUIs and to expeditiously take appropriate actions. As a minimum, the following rules apply:

a. PREVENTION. The best means to eliminate DUIs is to prevent them.

(1) Know who your previous offenders are. Counsel them.

(2) Know who owns automobiles and has a tendency to drink and drive. Pay particular attention to those soldiers who drink often.

(3) Counsel all on the consequences of DUIs.

(4) SDOs/SDNCOs and CQs should be alert to recognize and avert potential problems.

b. CORRECTIVE ACTION.

(1) When an incident occurs, the Company Commander will report to me the following duty day to explain what happened and why and what was done to prevent it.

(2) If the battalion does not have jurisdiction in a case, the offender will automatically be considered for reduction after conviction, IAW Chapter 6, AR 600-8-19 and Table 6-1, AR 600-8-19. The soldier will be flagged, at least until all civilian punishment is complete. If the battalion has jurisdiction, I will hold that jurisdiction at my level for appropriate action, such as a Field Grade Article 15.

(3) All soldiers convicted of DUI will be barred from reenlistment and considered for elimination from the service.

3. Only when the entire chain of command becomes actively involved will we be able to defeat this problem. Neither you nor I want to be the first to explain to a spouse or family member how a soldier entrusted in our care died from drunken driving.

4. RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

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DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse

1. There is zero tolerance for domestic abuse in the Rugged Battalion. Domestic violence can seriously damage the fabric of our community and degrade the fighting force of the battalion.
2. The total solution has two components - prevention and actions after the fact. Leaders at all levels must be aware of the indicators and proactively work to inform the chain of command about potential problem. The chain of command must then bring appropriate resources together to determine a noble solution.
3. Once an incident occurs, domestic abuse cases are typically complicated and difficult to manage. Company commanders will become actively involved, execute mandatory actions expeditiously, and remain involved until the situation is resolved.
4. Enclosure 1 lists definitions of key terms. Enclosure 2 sets mandatory actions for soldiers who commit domestic abuse, while enclosure 3 contains a checklist to track the mandatory actions. Enclosure 4 contains optional actions that company commanders may initiate on a case-by-case basis, depending upon the nature and seriousness of the offense, as well as the particular needs of the offender.
5. Any deviation from this policy requires my approval.
6. RUGGED!

4 Encl
as

LEWIS F. SETLIFF, III
LTC, EN
Commanding

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SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse - Enclosure 1

DEFINITIONS

1. **DOMESTIC ABUSE:** Any verbal or physical abuse, intended or otherwise, that causes or perceives to cause physical or emotional harm to family members. See child abuse and spouse abuse.
2. **CHILD:** An unmarried child, whether natural, adopted, foster, stepchild, or ward of a military member from whom medical treatment is authorized, where the victim of abuse is under the age of 18 years or incapable of self-support because of mental or physical incapacity.
3. **CHILD ABUSE:** Child abuse includes child sexual abuse and child neglect and means the physical injury, sexual maltreatment, emotional maltreatment, deprivation of necessities, or other maltreatment of a child by a parent, guardian, or any other person who is responsible for the child's welfare on a temporary or permanent basis.
4. **SPOUSE ABUSE:** An assault, a battery, a threat to injury or kill, any other unlawful act of force or violence, or emotional maltreatment inflicted by one spouse in a marriage against the other. Emotional maltreatment is conduct, which, although not criminal, is so offensive to the victimized spouse that a reasonable person would find such conduct abhorrent within a marital relationship.

SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse - Enclosure 2

MANDATORY ACTIONS FOR DOMESTIC ABUSE CASES

1. Company commander will notify the Battalion Commander within 24 hours after a domestic abuse incident has been reported.
2. Once a company is advised that a soldier is apprehended for domestic abuse, a member of the company chain of command senior to the alleged offender will personally locate and transport the soldier to the unit.
3. The soldier will be administered a command directed blood alcohol test as soon as possible to determine the presence or absence of alcohol in the alleged offender's system and to determine the need for counseling/treatment. Company personnel are responsible for escorting the soldier to the Main Lab of Madigan Hospital for the blood test. If the soldier is combative, coordinate with LEC personnel to assist in transporting the soldier.
4. The company commander will advise the soldier of the Article 31b rights and, if the soldier waives those rights, will question the soldier regarding the incident.
5. Flag: AR 600-8-2 requires that all soldiers who are under investigation for an offense be flagged.
 - a. The company commander will flag the soldier immediately upon determination that a domestic abuse offense has occurred or that an investigation is required.
 - b. The flag will not be removed until the investigation absolves the alleged offender or disciplinary action is completed, including the final filing determination of the Letter of Reprimand (LOR) and any other administrative measures imposed.
6. When it is determined by the Battalion Commander that a domestic abuse offense did occur, the following actions must be taken:
 - a. Company commanders will refer soldiers and family members involved in allegations of child or spouse abuse to Social Work Services, Madigan Hospital, 968-4159/4161 within 24 hours or the first working day following the incident, regardless of who is the perpetrator, as required by AR 608-18, paragraph 1-7b. A social work services team will make its determinations and carry out its responsibilities in accordance with AR 608-18. Commander will ensure that soldiers who have committed domestic abuse are enrolled in the various treatment programs, including the social work service program, unit chaplain counseling, and the ADAPCP program, as applicable. Commanders are responsible for their soldiers' required attendance at all counseling and treatment sessions.

- b. Letter of Reprimand (LOR): Upon determination by the Battalion Commander that a soldier has committed a domestic abuse offense, an administrative letter of reprimand will be prepared and issued to the soldier. The Battalion Commander will serve the soldier with the LOR. The chain of command will recommend the filing disposition of the LOR. It may be filed either in the local Military Personnel Records Jacket or the Official Military Personnel File. The LOR will then be forwarded through the Staff Judge Advocate for legal review.
- c. Administrative Separation: All soldiers who commit two domestic abuse offenses, as determined by the Battalion Commander, and all soldiers failing to complete required treatment programs will be processed for administrative separation.
- d. A bar to reenlistment will be initiated.

SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse - Enclosure 3

**CHECKLIST FOR PROCESSING DOMESTIC ABUSE INCIDENTS
ACTIONS REQUIRED BY COMPANY COMMANDER**

1. () I have advised the soldier of his Article 31 rights and have conducted a commander's inquiry.

AND

- () I find that the evidence, independent of official records, substantiate the fact that an incident of domestic abuse occurred.

OR

- () There is no evidence which supports the allegation of abuse and no further action is required.

2. In cases in which the subject is military, the following mandatory actions will be completed:

- () Soldier was administered a BAT/BAC on (date) _____.

AND

- () Soldier's BAT/BAC did not indicate the presence of alcohol.

OR

- () Soldier's BAT/BAC did test positive for the presence of alcohol. If so, the soldier was referred to ADAPCP on (date) _____ and the initial screening is scheduled for (date) _____.

- () Soldier has been **"Flagged"** UP AR 600-8-2.

- () Family was referred to Social Work Services on (date) _____.

- () Request a letter of reprimand be initiated by the Post Legal Center and request it:

() not be filed.

() be filed in soldier's MPRJ for a period of ____ years.

() be filed in soldier's OMPF.

- () Soldier has been counseled IAW paragraph 1-18, AR 635-200.

- () A bar to reenlistment was initiated on (date) _____.

- () This is the soldier's second incident of domestic abuse. I have requested to initiate separation action.

3. In cases in which the subject is a family member, the following optional actions will be initiated:

- () Family member has been warned that residing in government housing is a privilege granted by the Installation Commander and may be terminated for cause (if applicable).
- () Family member has been warned they may be issued a qualified installation bar, subject to review upon completion or when deemed appropriate under the circumstances.

SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse - Enclosure 4

OPTIONAL ACTIONS WHICH MAY BE TAKEN IN DOMESTIC ABUSE CASES

1. Remove the soldier from leadership position.
2. Serve soldier with a relief for cause and transfer to another unit after approval from the Battalion Commander.
3. Cancel/remove/suspend all military educational commitments (to facilitate discharge).
4. Recommend suspension of security clearance. (AR 600-37, paragraph 4-3)
5. Article 15/Court Martial.
6. Suspend privileges.
7. Remove from government housing. Upon the commission the first domestic abuse offense, soldiers may be directed to show cause for the continued privilege of residing in government quarters. Battalion Commander may forward the appropriate documentation to the Installation Commander so that the show cause authority may be initiated.
8. Soldiers, enlisted or officer, who are victims of domestic abuse, may be removed from the home only when the company commander determines the situation necessitates removal.
9. Civilian offenders, male or female, who are apprehended for domestic abuse may be issued a qualified installation bar, subject to review upon completion of treatment or when deemed appropriate under the circumstances.

DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #9, Article 15, UCMJ, Authority

1. IAW paragraph 3-7a, AR 27-10, I withhold Article 15 authority for the following offenses.
 - a. Any offense committed by an Officer or NCO.
 - b. Any assault upon an Officer or NCO.
 - c. Any aggravated assault.
 - d. Any incident of interference with a member of the battalion guard force while performing assigned duties (SDO, SDNCO, CQ, motorpool guard, etc.).
 - e. Any alcohol related incident.
 - f. Any illegal substance related incident.
 - g. Any domestic abuse incident.
2. After an initial review of each offense, I may delegate Article 15 authority to the respective Company Commander.
3. RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

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DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #10, Force Protection

1. Safety in the 14th Combat Engineer Battalion is important! The American people entrust the lives of their sons and daughters to the leadership of our battalion. We must honor that trust by the most careful attention to every aspect of protecting the force.
2. Due to the equipment intensive nature of our battalion and our work with demolitions and explosives, we need extra vigilance. Our concern for safety encompasses not only Rugged Soldiers, but also soldiers we support who are not familiar with our work.
3. Although our profession is inherently dangerous, these dangers can be controlled. Careful risk assessment is our most effective means. Perform a written risk assessments will be performed for every training schedule event (except meetings).
4. Safety is achieved by:
 - Realistic Risk Assessments
 - Quality Training
 - Well Trained and Disciplined Soldiers
 - Leaders Who are Knowledgeable and In Charge
5. RUGGED!

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Commanding

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DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #11, Soldier Sponsorship and Reception

1. References.

- a. AR 600-8-8, The Total Army Sponsorship Program.
- b. FL Reg. 612-1, Personnel Processing, The Army Sponsorship Program

2. Every soldier deserves proper sponsorship and reception when assigned for duty with the Rugged Battalion. The sponsor sets the tone for the new soldier with first contact, through the first days in the unit. I expect all sponsors, regardless of rank, to properly sponsor and assist in the reception of new Rugged Battalion soldiers.

3. The Battalion Commander or the Battalion Executive Officer will assign sponsors for all inbound officers. NCO sponsors will be assigned by First Sergeants in consultation with the CSM. Soldier sponsors will be assigned by First Sergeants. The adjutant will prepare a welcome letter for all new officers. The CSM will ensure welcome letters are sent to new enlisted personnel.

4. Sponsor Duties.

- a. Prepare and send a personal sponsor letter within ten working days after notification of sponsor duties.

Ensure timely responses are provided to inquiries from the inbound soldier.

- b. Ensure that every inbound soldier receives an ACS Welcome Packet. Coordinate with company First Sergeant or the Command Sergeant Major for any additional items that need to be sent

- c. Assist the new arrival during inprocessing to include arranging for temporary lodging and family housing in advance of arrival.

- d. Familiarize the new arrival with the services and facilities of Fort Lewis and the surrounding community
and with the location of battalion and company inprocessing points and facilities.

5. Unit commanders and first sergeants will ensure that all new arrivals have read and understand all I Corps, 555th EN GRP, 14th EN BN (C), and company policy letters.
6. All officers will be enrolled in the Rugged Officer Certification Program.
7. RUGGED!

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FAMILY SUPPORT GROUPS

1. Purpose of Family Support Group:

- a. The FSG is designed to be useful to family members, soldiers and military units during periods of normal military life and military crises, thus reducing stress for both the sponsor family member.
- b. The principle purpose of an FSG is to enable a unit's family members to learn to be self-sufficient before the deployment of their soldiers. Another reason is to ensure family members operate in a way through which they can effectively gather information, solve problems and maintain a system of mutual support.

2. Goals of an FSG:

- a. To become an essential part of a military unit's family support system, which includes: unit activities, unit family briefings, and social events which include soldiers and their families.
- b. To reduce social isolation among family members.
- c. To enable members to provide each other with close personal support.
- d. To assist members in gathering information and resources.
- e. To enhance the military family members' feeling of belonging, self-reliance and self-esteem.

3. What makes FSGs Work:

- a. Success of an FSG is dependent on family members interacting with each other and with military unit representatives on a regular basis. This interaction should create a network that identifies and helps solve family members' concerns and issues in a close, personal, caring manner.
- b. Through involvement and interaction with your unit and their FSG, you become an important part of the unit's activities. Family members will be given the opportunity to belong and to make significant contributions.

4. What FSGs are NOT:

- a. An FSG is not designed to be:
 - A psychiatric treatment facility
 - A hotel for misplaced persons
 - A monthly entertainment group

- A taxi or bus service
- A loan agency
- A private club
- A craft workshop
- A baby-sitting service
- A mother or father for those not fully mature

b. This does not mean the FSGs should avoid activities or issues that are implied in the above list. It

means we must maintain a perspective on our major purpose and goals and recognize the limitations of

a FSG.

5. Rugged Info Line: The battalion has a 24 hour information line for family members to call while their soldiers are deployed. The information line is updated daily by soldiers at the field site, and gives current information about the battalion's events, missions, weather, etc. The Rugged Info Line is 967-1830.

6. Summary: We are dependent on family members to operate, and we must all work together for the success of our battalion. We believe that we are equal in this common goal.

COMMONLY USED MILITARY TERMS AND ABBREVIATIONS

ACS - ARMY COMMUNITY SERVICE
AER - ARMY EMERGENCY RELIEF
AFTB - ARMY FAMILY TEAM BUILDING
AG - ADJUTANT GENERAL
ARC - AMERICAN RED CROSS
ARTEP - ARMY TRAINING AND EVALUATION PLAN
ARTILCE 15 - PUNISHMENT OTHER THAN COURT MARTIAL IMPOSED BY
THE UNIT COMMANDER
AUTOVON - AUTOMATIC VOICE NETWORK
AWOL - ABSENT WITHOUT LEAVE
BAH - BASIC ALLOWANCE FOR HOUSING
BAS - BASIC ALLOWANCE FOR SUBSISTENCE
BC - BATTALION COMMANDER
BDE - BRIGADE
BDU - BATTLE DRESS UNIFORM
BEQ - BACHELOR ENLISTED QUARTERS
BOQ - BACHELOR OFFICER'S QUARTERS
BIVOUAC - ARMY TERM FOR LIVING IN THE FIELD
BN - BATTALION
BNCOC - BASIC NON-COMMISSIONED OFFICER'S COURSE
CCF - CORRECTIONAL CUSTODY FACILITY
CHAPTER 10 - DISCHARGE FOR THE GOOD OF THE SERVICE
CHAPTER 13 - DISCHARGE FOR UNSATISFACTORY PERFORMANCE
CHAPTER 14 - SEPARATION FOR MISCONDUCT
CID - CRIMINAL INVESTIGATION DIVISION
CO - COMMANDING OFFICER
Co - COMPANY
COMMISSARY - GROCERY STORE FOR MILITARY AND FAMILY MEMBERS
CPO - CIVILIAN PERSONNEL OFFICE
CSM - COMMAND SERGEANT MAJOR
DA - DEPARTMENT OF THE ARMY
DFR - DROP FROM THE ROLLS AS A DESERTER
DPCS - DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES
DUTY ROSTER - DUTY SCHEDULE
EN - ENGINEERS
ETS - END TIME OF SERVICE
FIELD RATIONS - MONEY THAT IS TAKEN FROM MILITARY PAY FOR FOOD
EATEN IN THE FIELD
FSG - FAMILY SUPPORT GROUP
FTX - FIELD TRAINING EXERCISE
1SG - FIRST SERGEANT
GED - GENERAL EDUCATION DIPLOMA
GI PARTY - SOLDIERS CLEANING UP EQUIPMENT, ROOMS, ETC.

HHC - HEADQUARTERS AND HEADQUARTERS COMPANY
IG - INSPECTOR GENERAL
JAG (SJA) - STAFF JUDGE ADVOCATE , MILITARY LAWYER
JUMPS - JOINT UNIFORM MILITARY PAY SYSTEM
LES - LEAVE AND EARNINGS STATEMENT
MOS - MILITARY OCCUPATIONAL SPECIALTY
MP - MILITARY POLICE
MRE - MEAL READY TO EAT
NCO - NON-COMMISSIONED OFFICER
NCOER - NON-COMMISSIONED OFFICER EVALUATION REPORT
NCOIC - NON-COMMISSIONED OFFICER IN CHARGE
OCS - OFFICER CANDIDATE SCHOOL
OD GREEN - OLIVE DRAB IN COLOR
PAC - PERSONNEL ADMINISTRATIVE CENTER
PCS - PERMANENT CHANGE OF STATION
PLDC - PRIMARY LEADERSHIP DEVELOPMENT COURSE
PLT - PLATOON
PT - PHYSICAL FITNESS
PX - POST EXCHANGE
POLICE CALL - A DETAIL WITH INSTRUCTION TO CLEAN UP GROUNDS
 WITHIN A UNIT AREA
POV - PRIVATELY OWNED VEHICLE
QUARTERS - GOVERNMENT HOUSING ON POST FOR SOLDIERS WITH
 FAMILY MEMBERS
S-1: STAFF OFFICER DEALING WITH PERSONNEL AND ADMINISTRATION
S-2: STAFF OFFICER DEALING WITH SECURITY AND INTELLIGENCE
S-3: STAFF OFFICER DEALING WITH TRAINING AND OPERATIONS
S-4: STAFF OFFICER DEALING WITH SUPPLY AND LOGISTICS
SD - SPECIAL OR STAFF DUTY
SDO - STAFF DUTY OFFICER
SDNCO - STAFF DUTY NON-COMMISSIONED OFFICER
SICK CALL - THE TIME OF DAY WHEN INDIVIDUALS REPORT TO THE AID
 FOR MEDICAL CARE
SQT - SKILL QUALIFICATION TEST
SSN - SOCIAL SECURITY NUMBER
TA50 - FIELD GEAR/EQUIPMENT
TDY - TEMPORARY DUTY ASSIGNMENT
XO - EXECUTIVE OFFICER

BATTALION PHONE NUMBERS

HEADQUARTERS AND STAFF SECTIONS

BATTALION COMMANDER	966-7053
EXECUTIVE OFFICER	966-7051
COMMAND SERGEANT MAJOR	966-7049
S-1/ADJUTANT	966-7042
PAC	966-7041
FAX	966-7046
S-2	966-7007
S-3	966-7021
S-4	966-7047
FAX	966-7028
BMO	967-7121
SIGO	966-7009
PBO	966-7032
SDO	966-7012/7039
CHAPLAIN	966-7002
RE ENLISTMENT	966-7044
DINING FACILITY	967-9693

HEADQUARTERS & HEADQUARTERS COMPANY

COMMANDER/XO/ISG	966-4032
OPERATIONS	966-3098
SUPPLY	966-4006
MOTORPOOL	967-5185

ALPHA COMPANY

COMMANDER/XO/ISG	966-4034
OPERATIONS	966-4018
SUPPLY	966-4026
MOTORPOOL	967-2605

BRAVO COMPANY

COMMANDER/XO/ISG	966-3076
OPERATIONS	966-3063
SUPPLY	966-3056
MOTORPOOL	967-7191

CHARLIE COMPANY

COMMANDER/XO/ISG	966-3084
OPERATIONS	966-3081
SUPPLY	966-3086
MOTORPOOL	967-2594

HELPFUL PHONE NUMBERS

ARMY EMERGENCY RELIEF	967-7166
ARMY COMMUNITY SERVICE	967-7166
ACS has: Food Locker	
Loan Closet	
Family Advocacy Program	
CIVILIAN PERSONNEL OFFICER	967-2131
CLOTHING SALES STORE	964-3966
COMMISSARY	967-5792
CRAFT SHOP	967-5001
CREDIT UNION	964-3113
DRUG AND ALCOHOL ABUSE	967-2202
EDUCATION CENTER	967-7174
EMERGENCY ROOM (MAMC)	968-1390
FAMILY CHILD CARE	967-7364/3738
FAMILY HOUSING DIVISION	967-4082
GUEST HOUSING	967-2815
LEGAL ASSISTANCE	967-0705
NCO CLUB (AMERICAN LAKE)	964-2555
NORTHWEST GUARDIAN	967-0173
OFFICER'S CLUB	967-4986
RED CROSS	967-7686
SELF-HELP CENTER (U-DO-IT CENTER)	967-3667
WORK ORDER DESK (DPW)	967-3131

[illegible]

